

Minutes of the meeting of the Managed Care Committee of the Board of Directors of the Cook County Health and Hospitals System held Thursday, December 13, 2018 at the hour of 10:30 A.M. at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chair Thomas called the meeting to order.

Present: Chair Sidney A. Thomas, MSW and Director Mary Driscoll, RN, MPH (Substitute Member) (2)  
Board Chair M. Hill Hammock (ex-officio) and Directors Heather M. Prendergast, MD, MS, MPH and Mary B. Richardson-Lowry

Absent: None (0)

Additional attendees and/or presenters were:

James Kiamos – Chief Executive Officer, CountyCare	Deborah Santana – Secretary to the Board
Jeff McCutchan –General Counsel	John Jay Shannon, MD – Chief Executive Officer

The next meeting of the Committee will be held on Friday, March 15, 2019 at 10:30 A.M.

## **II. Public Speakers**

Chair Thomas asked the Secretary to call upon the registered public speakers.

The Secretary responded that there were none present.

## **III. Report on CountyCare Health Plan** (Attachment #1)

James Kiamos, Chief Executive Officer of CountyCare, provided an overview of the Report on the CountyCare Health Plan. The Committee reviewed and discussed the information.

The Report included information on the following subjects:

- Current Membership
- Monthly Membership Trend
- Managed Medicaid Market
- 2018 Operations Metrics:
  - Call Center and Encounter Rate
  - Claims Payment
  - Overall Care Management Performance Care Management
- Enrollment Analytics:
  - Enrollment Trends between April-October
  - Market Share Trends between April-October
  - Fee For Service (FFS) and Managed Care Organization (MCO) Enrollment in Cook County
- Hospital Spend Analytics
  - Inpatient Spend at Top 10 Hospitals
  - Outpatient Spend at Top 10 Hospitals
  - Total Spend at Top 10 Hospitals

### **III. Report on CountyCare Health Plan (continued)**

During the review of the information provided on slide 4 of the presentation, Board Chair Hammock requested that, after the open enrollment period ends, Mr. Kiamos should inform the Committee by highlighting the changes for CountyCare's competitors for the period before and after the open enrollment period. Mr. Kiamos responded that this information will be provided.

During the discussion of the information on FFS and MCO enrollment in Cook County (slide 11 of the presentation), the Committee discussed the subject of the decrease of 92,000 Medicaid enrollees in Cook County that occurred in July 2018. Mr. Kiamos stated that the biggest driver attributable to the decrease is the State's policy relating to redetermination. It was noted that several advocacy groups are working to resolve problems on redetermination. Dr. John Jay Shannon, Chief Executive Officer, noted that Cook County Health's administration recently briefed Director Munar on the subject, as he is one (1) of the three (3) co-chairs for Governor-Elect J.B. Pritzker's health-related transition committee.

During the discussion of the information on slide 15 of the presentation, regarding total spend at the top ten (10) hospitals, Director Prendergast inquired whether staff can drill down in terms of specialty care. Mr. Kiamos responded that he can provide this information.

#### IV. Action Items

### **A. Minutes of the Managed Care Committee Meeting, October 18, 2018**

Director Driscoll, seconded by Chair Thomas, moved to accept the minutes of the Managed Care Committee Meeting of October 18, 2018. THE MOTION CARRIED UNANIMOUSLY.

**B. Any items listed under Section IV**

## V. Adjourn

As the agenda was exhausted, Chair Thomas declared the meeting ADJOURNED.

Respectfully submitted,  
Managed Care Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Requests/Follow-up:

Request: Request for a highlight of changes before and after the open enrollment period for CountyCare's competitors. Page 2

Request: Request for a drill-down of information on specialty care services, relating to the information provided on total spend at the top ten (10) hospitals. Page 2

Cook County Health and Hospitals System  
Managed Care Committee Meeting  
Thursday, December 13, 2018

ATTACHMENT #1

# CountyCare Update

*Prepared for: Cook County Health Managed Care Committee*

James Kiamos

Chief Executive Officer, CountyCare

December 13, 2018



# Current Membership

Monthly membership as of November 5, 2018

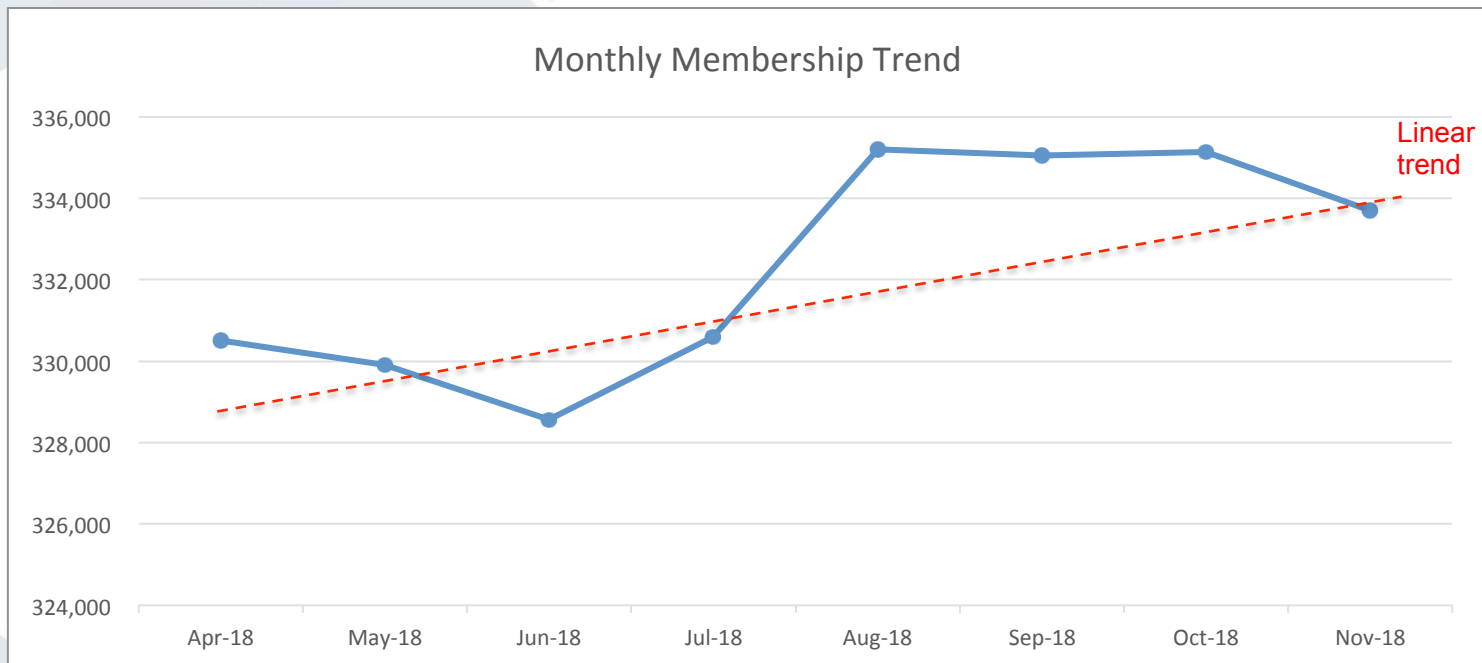
Category	Total Members	ACHN Members	% ACHN
FHP	222,560	24,610	11.1%
ACA	75,389	16,769	22.2%
ICP	30,190	6,820	22.6%
MLTSS	5,565	0	N/A
<b>Total</b>	<b>333,704</b>	<b>48,199</b>	<b>14.4%</b>

ACA: Affordable Care Act  
FHP: Family Health Plan

ICP: Integrated Care Program  
MLTSS: Medicaid Long-Term Service and Support



# Monthly Membership Trend



- 2018 membership target is 225,000
- 2019 membership target is 345,000

# Managed Medicaid Market

Illinois Department of Healthcare and Family Services September Data

Managed Care Organization	Cook County Enrollment	Cook County Market Share	State Total Enrollment
*CountyCare	335,107	31.2%	335,107
Blue Cross Blue Shield	255,563	23.8%	415,887
Meridian (a WellCare Co.)	249,099	23.2%	855,358
IlliniCare	106,914	10.0%	342,427
Molina	69,644	6.5%	219,101
*Next Level	56,109	5.2%	56,109
<b>Total</b>	<b>1,072,436</b>	<b>100.0%</b>	<b>2,223,989</b>

\* Only Operating in Cook County





# 2018 Operations Metrics: Call Center & Encounter Rate

		Performance		
Key Metrics	State Goal	Jul	Aug	Sep
<b>Member &amp; Provider Services Call Center Metrics</b>				
Abandonment Rate	< 5%	1.43%	3.72%	0.49%
Hold Time (minutes)	1:00	0:15	0:13	0:04
% Calls Answered < 30 seconds	> 80%	90.13%	88.40%	97.21%
Claims/Encounters Acceptance Rate	95%	96.14%	96.14%	97.87%

# 2018 Operations Metrics: Claims Payment

		Performance		
Key Metrics	State Goal	Jul	Aug	Sep
<b>Claims Payment Turnaround Time</b>				
% of Clean Claims Adjudicated < 30 days	90%	94.6%	93.7%	94.0%
% of Claims Paid < 30 days	90%	50.0%	46.6%	79.2%

# 2018 Operations Metrics: Overall Care Management Performance

		Performance		
Key Metrics	Market %	Jul	Aug	Sep
<b>Completed HRS/HRA (all populations)</b>				
Overall Performance	40%	51.8%	52.3%	52.7%
<b>Completed Care Plans on High Risk Members</b>				
Overall Performance	65%	75.0%	73.3%	64.3%

- CountyCare's high risk percentage exceeds the State's requirement of 2% for Family Health Plan and 5% for Integrated Care Program.



# Enrollment Analytics



# Enrollment Trends Between April - Oct

MCO	Cook County Standard Enrollment Window			
	Apr-18	Oct-18	Net Change Apr - Oct	% Change Apr - Oct
CountyCare	332,243	334,896	2,653	1%
Blue Cross Blue Shield	293,436	248,422	-45,014	-15%
Meridian (a WellCare Co.)	225,410	249,553	24,143	11%
IlliniCare	96,144	108,236	12,092	13%
Molina	68,930	70,040	1,110	2%
Next Level	62,708	53,574	-9,134	-15%
<b>Total</b>	<b>1,078,871</b>	<b>1,064,721</b>	<b>-14,150</b>	<b>-1%</b>

- Overall MCO enrollment in Cook County has remained relatively flat during the Standard Enrollment Window
- We will see more fluctuations after open enrollment closes in January 2019



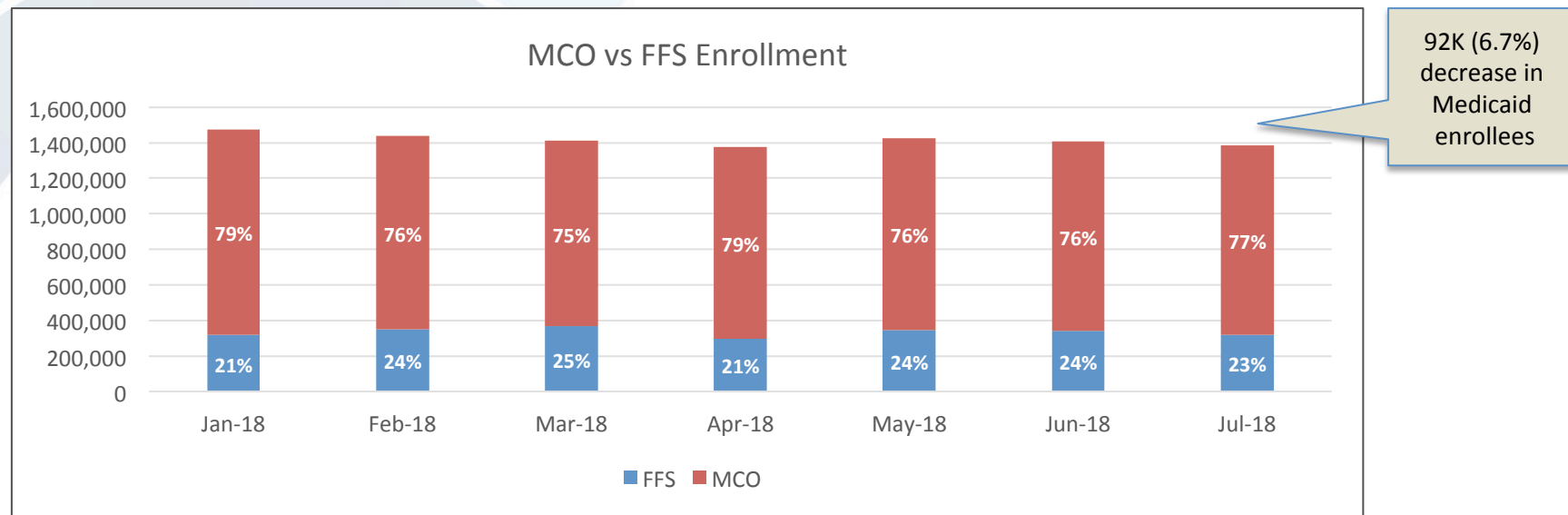
# Market Share Trends Between April - Oct

MCO	Market Share		
	Apr-18	Oct-18	% Change
CountyCare	30.8%	31.5%	0.7%
Blue Cross Blue Shield	27.2%	23.3%	-3.9%
Meridian (a WellCare Co.)	20.9%	23.4%	2.5%
IlliniCare	8.9%	10.2%	1.3%
Molina	6.4%	6.6%	0.2%
Next Level	5.8%	5.0%	-0.8%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

- CountyCare has increased its lead in market share since April
- Blue Cross Blue Shield was under a Corrective Action Plan and lost material market share while Meridian and IlliniCare have made gains



# FFS and MCO Enrollment in Cook County



- Overall population enrolled in Medicaid in Cook County has decreased 6.7% between January and July
- From January to July the % of MCO enrollment has declined from 79% to 77%, meaning a higher proportion of Medicaid enrollees are in FFS

Data is January 2018 through July 2018

# Hospital Spend Analytics





# Inpatient Spend at Top 10 Hospitals

Inpatient Hospital spend for claims incurred between July 2017 and June 2018, paid through October 2018

Spend shown in Millions

Hospital Name	All CountyCare Members		ACHN Members Only	
	Spend	% of Spend	Spend	% of Spend
J H STROGER HOSP OF COOK CTY	\$42.4	12.5%	\$25.7	28.0%
UNIVERSITY OF ILLINOIS MEDICAL CENTER AT CHICAGO	\$32.1	9.5%	\$7.3	7.9%
RUSH UNIVERSITY MEDICAL CENTER	\$18.6	5.5%	\$4.0	4.4%
UNIVERSITY OF CHICAGO MED	\$17.5	5.2%	\$4.5	5.0%
MOUNT SINAI HOSPITAL	\$11.4	3.4%	\$2.7	3.0%
NORTHWESTERN MEMORIAL HOSPITAL	\$11.3	3.3%	\$2.2	2.4%
PRESENCE SAINTS MARY AND ELIZABETH MEDICAL CENTER	\$11.0	3.2%	\$2.2	2.4%
COMER CHILDRENS HOSPITAL	\$9.2	2.7%	\$2.4	2.6%
ANN AND ROBERT H LURIE CHILDRENS HOSPITAL	\$8.0	2.4%	\$1.2	1.3%
MERCY HOSPITAL AND MEDICAL CENTER	\$6.6	2.0%	\$1.6	1.7%
ALL OTHER	\$169.9	50.3%	\$37.8	41.3%
<b>TOTAL</b>	<b>\$338.1</b>	<b>100.0%</b>	<b>\$91.6</b>	<b>100.0%</b>

- Top 10 hospitals account for approximately half of all Inpatient spend for CountyCare, and 58% for ACHN members
- ACHN members utilize Stroger Hospital much more than the plan average, but still only 28% of the time



# Outpatient Spend at Top 10 Hospitals

Outpatient Hospital spend for claims incurred between July 2017 and June 2018, paid through October 2018

Spend shown in Millions

Hospital Name	All CountyCare Members		ACHN Members Only	
	Spend	% of Spend	Spend	% of Spend
J H STROGER HOSP OF COOK CTY	\$23.4	17.4%	\$15.4	42.9%
UNIVERSITY OF ILLINOIS MEDICAL CENTER AT CHICAGO	\$13.6	10.1%	\$1.7	4.7%
RUSH UNIVERSITY MEDICAL CENTER	\$12.0	8.9%	\$2.2	6.1%
UNIVERSITY OF CHICAGO MED	\$7.1	5.3%	\$1.0	2.9%
PROVIDENT HOSPITAL OF COOK COUNTY	\$5.4	4.0%	\$3.5	9.8%
MOUNT SINAI HOSPITAL	\$4.8	3.6%	\$0.5	1.3%
MERCY HOSPITAL AND MEDICAL CENTER	\$4.3	3.2%	\$0.6	1.7%
PRESENCE SAINTS MARY AND ELIZABETH MEDICAL CENTER	\$4.3	3.2%	\$0.5	1.5%
ANN AND ROBERT H LURIE CHILDRENS HOSPITAL	\$4.0	3.0%	\$0.3	1.0%
NORTHWESTERN MEMORIAL HOSPITAL	\$3.5	2.6%	\$0.4	1.2%
ALL OTHER	\$52.4	38.8%	\$9.7	27.0%
<b>TOTAL</b>	<b>\$134.8</b>	<b>100.0%</b>	<b>\$35.9</b>	<b>100.0%</b>

- Top 10 hospitals account for approximately 61% of Outpatient spend for CountyCare, and 73% for ACHN members
- ACHN members utilize Stroger Hospital much more than the plan average at 43%, and also much more than Inpatient



# Total Spend at Top 10 Hospitals

Inpatient & Outpatient Hospital spend for claims incurred between July 2017 and June 2018, paid through October 2018

Spend shown in Millions

Hospital Name	All CountyCare Members		ACHN Members Only	
	Spend	% of Spend	Spend	% of Spend
J H STROGER HOSP OF COOK CTY	\$65.8	13.9%	\$41.0	32.2%
UNIVERSITY OF ILLINOIS MEDICAL CENTER AT CHICAGO	\$45.8	9.7%	\$8.9	7.0%
RUSH UNIVERSITY MEDICAL CENTER	\$30.6	6.5%	\$6.2	4.9%
UNIVERSITY OF CHICAGO MED	\$24.6	5.2%	\$5.6	4.4%
MOUNT SINAI HOSPITAL	\$16.2	3.4%	\$3.2	2.5%
PRESENCE SAINTS MARY AND ELIZABETH MEDICAL CENTER	\$15.3	3.2%	\$2.7	2.1%
NORTHWESTERN MEMORIAL HOSPITAL	\$14.8	3.1%	\$2.6	2.1%
ANN AND ROBERT H LURIE CHILDRENS HOSPITAL	\$12.0	2.5%	\$1.5	1.2%
COMER CHILDRENS HOSPITAL	\$11.4	2.4%	\$2.7	2.1%
MERCY HOSPITAL AND MEDICAL CENTER	\$10.9	2.3%	\$2.2	1.7%
ALL OTHER	\$225.5	47.7%	\$50.8	39.8%
<b>TOTAL</b>	<b>\$472.9</b>	<b>100.0%</b>	<b>\$127.5</b>	<b>100.0%</b>

- Top 10 hospitals account for approximately 52% of total spend for CountyCare, and 60% for ACHN members
- ACHN members utilize Stroger Hospital much more than the plan average at 32%

